

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):	3. DATE RECEIVED BY STATE: 20-JAN-11	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11AC122820	4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHMD0010001														
5. APPLICATION INFORMATION																
LEGAL NAME: George B Thomas Sr Learning Academy Inc. DUNS NUMBER: 807909042	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Judy Lapping TELEPHONE NUMBER: (301) 237-8608 FAX NUMBER: (301) 309-6825 INTERNET E-MAIL ADDRESS: judylapping@gmail.com															
ADDRESS (give street address, city, state, zip code and county): 7210 Hidden Creek Rd Bethesda MD 20817 - 4632 County: Montgomery																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 521609623	7. TYPE OF APPLICANT: 7a. Non-Profit 7b.															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Project CHANGE															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Montgomery County	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 09/01/11 END DATE: 08/31/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <u>MD 008</u> b.Program <u>MD 008</u>															
15. ESTIMATED FUNDING: Year #: <u>3</u>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 377,563.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 349,217.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 726,780.00</td> </tr> </table>	a. FEDERAL	\$ 377,563.00	b. APPLICANT	\$ 349,217.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 726,780.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 377,563.00															
b. APPLICANT	\$ 349,217.00															
c. STATE	\$ 0.00															
d. LOCAL	\$ 0.00															
e. OTHER	\$ 0.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 726,780.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Judy Lapping	b. TITLE: Program Manager	c. TELEPHONE NUMBER: (301) 237-8608														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 11/03/10														

Narratives

Executive Summary

Project CHANGE is the collaboration of 13 leading academic and service agencies at work in Montgomery County who share a common mission of improving the quality of life for county residents with a particular emphasis on those in southern Silver Spring. Our 13 partner organizations have members serving at 16 locations in the following Montgomery County communities: Silver Spring, Takoma Park, Gaithersburg, Rockville, Germantown and Wheaton. These areas have a high concentration of non-English speaking residents considered to be poor and who tend to be transient. As a multi site program, our members are engaged in a variety of services that include:

1. Coordinating and leading discussions on race and ethnicity as members at Study Circles, a division of Montgomery County Public Schools..
2. Recruiting volunteers for YMCA programs and for service learning opportunities through all three campuses of Montgomery College. By recruiting volunteers, members have significantly increased the capacity of local nonprofit organizations.
3. Coordinating after school and enrichment programs for disadvantaged students at 4 YMCA and 3 Montgomery Housing Partnership sites, at Saturday School programs at 12 high schools, at Gandhi Brigade, and at the Center for Adoption Support and Education (CASE).
4. Community Building at Impact Silver Spring, which is done via the Neighbor's Campaign, a door knocking program which ensures that emergency services are reaching those who need it most.
5. Working with the disabled at the Jewish Foundation for Group Homes (JFGH).

Rationale and Approach

1. Rationale and Approach

COMPELLING COMMUNITY NEED

Montgomery County, Maryland is Maryland's most populous jurisdiction with over 930,813 people living within a land area covering approximately 497 square miles. It is strategically located next to the

Narratives

nation's capital and at the heart of the Baltimore-Washington metropolitan area. The strong regional economy with relatively low levels of unemployment has attracted large numbers of immigrants who have mainly settled in the Silver Spring and Takoma Park areas, which have a high concentration of residents considered to be poor and who tend to be transient. In 2009, 26.7% of the county population was foreign born, the highest proportion in Maryland. The 2000 census reported that 31% of county households do not speak English at home. Montgomery County also has a high level of transience as documented by a high mobility rate in its schools with over 13,000 students entering and 12,000 exiting the system annually (excluding graduates).

Montgomery County Public Schools (MCPS) is Maryland's largest school system and the nation's 16th largest. The diverse student body includes 38,908 students who qualify for Free and Reduced Meals (FARMS); 17,040 ESOL students who speak 134 languages; and 17,182 students in special education. The ethnic composition of the schools has rapidly shifted from nearly all white to a diverse ethnic and racial blend. Many of these students are concentrated in the southern portion of Silver Spring, and almost one in every four pupils in this community lives in a household that is near or below the poverty level. Test scores from area schools show that these students who are facing such tremendous linguistic, social and economic obstacles are failing to reach even a satisfactory level of academic achievement.

The needs of this community are not limited to the student population; youth and adults, as well as the community at large, face challenges related to public safety, employability, transience, poverty and language development. Specifically, some of the most compelling issues/needs facing the southern Silver Spring community and its residents include: poor academic performance among school-age children, crime-plagued neighborhoods, poor English language skills, lack of marketable skills among youth and adults leading to high unemployment rates or relegation to low paying, unskilled jobs, lack of community identity, and limited parental involvement in their children's education. Community needs are well documented by the following data sources: the 2000 U. S. Census; County and MCPS websites,

Narratives

the Montgomery County Public Schools yearly surveys of individual schools (which are completed by each school's community of students and parents to gain input from all community members), data collected by the individual non-profit organizations and reported in their individual grant proposals, and recommendations from Study Circles, a program of Montgomery County Public School's (MCPS) Division of Family and Community Partnerships, which provides an opportunity for at-risk community members not only to give their input but to create action plans for community/school improvement. In order to secure community involvement in the planning and implementation of Project CHANGE initiatives, CHANGE utilizes existing entities that have already proven successful: PTA's, housing resident councils, and the surveys mentioned above. In addition, high participation in and excellent attendance at the programs of the nonprofit organizations in Project CHANGE not only indicate community needs, but also show that these programs are working towards meeting our community's significant needs.

These needs have been recognized by a group of leading academic, business and service organizations at work in Montgomery County. These organizations, namely, Montgomery County Public Schools, Montgomery College, YMCA Silver Spring, George B. Thomas Sr. Learning Academy (GBTLA), Study Circles, Jewish Foundation for Group Homes, Montgomery Housing Partnership, Linkages to Learning, Center for Adoption Support and Education, Mental Health Association, College Tracks, Gandhi Brigade, YMCA Youth and Family Services, and IMPACT Silver Spring are collaborating under the umbrella of the GBTLA, and share a common mission of improving the quality of life for County residents, with a particular emphasis on those in the southern Silver Spring area who are facing the special challenges noted above. The collaborative partners seek to address the compelling issues confronting the southern Silver Spring community that have been prioritized into the broad areas of: Literacy/After School Programs for K-12, Community Involvement/Empowerment, and Volunteer Recruitment. These 13 partners form Project CHANGE, "Collaboratives Helping America's Neighborhoods Grow and Excel," and have AmeriCorps members serving at 21 sites in Montgomery

Narratives

County. The performance measures (which are in a later section) clearly identify how the partners successfully use AmeriCorps members to help to provide high quality after school programs and literacy and college support to students, and to recruit non-AmeriCorps volunteers for service learning and to meet community needs. AmeriCorps members at IMPACT Silver Spring and Study Circles are also involved in community strengthening.

DESCRIPTION OF ACTIVITIES AND MEMBER ROLES

Project CHANGE programs provide opportunities for the community to define and solve its problems, and AmeriCorps members provide support to the staff at these nonprofits in carrying out critical functions as they build the capacity of the nonprofits to meet the identified community needs. The strategic plan for Project CHANGE aligns with the goals and focus areas of the Corporation for National and Community Service. Our program:

- Supports and encourages greater engagement of students and citizens in volunteering;
- Produces results for local communities;
- Includes partnerships with locally based organizations and supports their efforts to solve local problems and meet critical needs of individuals;
- Works intensively with at-risk children and youth who grow up in severely distressed communities by connecting them with caring adults and mentors and engaging them in worthwhile programs and service activities;
- Involves students K-college in service learning.

For the 2009-10 service year, members have been identified for all Project CHANGE positions: 23 full-time and 6 part-time. Six members are in their second year, and two are in their third year with our program. Members' roles are described below:

- Center for Adoption Support and Education: The member assists with the coordination and implementation of Team Up, a new collaborative youth initiative to provide youth empowerment and

Narratives

leadership activities for middle school youth who are adopted.

-College Tracks: Members help disadvantaged high school students navigate the college application process by providing college and scholarship information. The members serve at Wheaton and Bethesda Chevy Chase High Schools.

-Gandhi Brigade: The AmeriCorps member at Gandhi Brigade coaches teens and young adults in a youth leadership program in which young people of diverse backgrounds, cultures, and abilities transform themselves and their world through media authoring. Participants learn to use media - video, web, photography, and graphic design - to engage, challenge, and repair their community.

-The George B. Thomas Sr. Learning Academy: The GBTLA , also known as Saturday School, is open to all students in Montgomery County. The AmeriCorps member is involved in parent outreach and communication, specifically with the Latino community.

-IMPACT Silver Spring: Members organize and facilitate IMPACT's Community Empowerment and Involvement Program, assist with the coordination of IMPACT in the Schools, a program that helps immigrant families become more involved in the education of their children, and help to coordinate the Neighbors Campaign, which insures that emergency services are reaching those who need it most.

-The Jewish Foundation for Group Homes: JFGH, a nonprofit, nonsectarian organization, enhances the independence and quality of life for adults with intellectual and developmental disabilities. The AmeriCorps members provide research and writing support for promoting the agency's services and also work directly with individuals who need additional training.

-Linkages to Learning: The AmeriCorps member helps to coordinate the English for Speakers of Other Languages programs for adults at Linkages school sites.

-Mental Health Association: The AmeriCorps member tutors students in reading and math and cares for children from six weeks to three years old while their parents attend class at the Families Foremost

Narratives

Center. The member also recruits volunteers for the center.

-Montgomery College: Members recruit and support non-AmeriCorps volunteers who contribute service hours at various community sites including schools, hospitals, and homeless shelters.

-Montgomery County Public Schools: One member serves in the Department of Student Services, and this member visits and support schools in their implementation of PBIS, Positive Behavioral Interventions and Supports. Four members serve in the Study Circles program.

-Montgomery Housing Partnership: MHP provides Community Life Programs for the residents of its properties. The AmeriCorps member coordinates and supervises after-school programs for students who live in these properties.

-Study Circles: The Study Circles Program brings people together to discuss issues of race and ethnicity and focuses on ways to eliminate the achievement gap in Montgomery County Public Schools. Members recruit volunteers to participate in the study circles and help to coordinate these important meetings.

-YMCA: Members serve at community centers and work with students in after-school programs and recruit volunteers to help with YMCA programs.

A high quality member development program is a major component of Project CHANGE. As a former elementary school principal, the program director is very experienced in staff development and training. The agenda of member workshops reflects the needs of the sites and the communities they serve, CNCS priorities, and a needs assessment of the members. All training is aligned with our program outcomes. Member training has included: cultural competency, disability issues, behavior management, issues in immigration, CPR, First Aid, problem solving using the consultancy protocol, Life After AmeriCorps, organizational/time management skills and True Colors, a personality inventory similar to the Myers Briggs. Members regularly are involved in teambuilding activities to promote an esprit de corps. For example, the kickoff teambuilding event at orientation was an outdoor confidence course.

During the orientation for site coordinators and for members, the list of Prohibited Activities is

Narratives

discussed, and strict adherence to it is explained; all Project CHANGE participants sign a copy of this list indicating they have read and understand it, and it is also in all handbooks. In the formal site visits made by the program directors, prohibited activities are again reviewed.

MEASURABLE OUTPUTS AND OUTCOMES

Project CHANGE places members in existing highly successful nonprofit programs that work with the various stakeholders in the community: students, youth, adults, schools, and the community-at-large. Members and the volunteers they recruit provide the resources needed to expand these service offerings, improve delivery of services, run programs more efficiently, and reach a larger segment of the target population. This strategy also ensures enhancement rather than duplication of programs.

Project CHANGE encompasses CNCS priorities that include "strengthening the capacity of nonprofit organizations to assist individuals, families and communities in need, and increasing the amount of volunteering and civic engagement in America by using Corporation resources to recruit, support and manage volunteers." The service opportunities of Project CHANGE produce significant and measurable results for local communities. The following paragraphs describe our most recent measurable outputs and outcomes for the 2008-09 service year. For 2009-10, we will increase these outcomes at our 13 sites including one site that is part of Project CHANGE for the first time.

In our most recent service year, 2008-09, members involved 1002 low income and at-risk students in academic, enrichment, and after school programs at College Tracks, the George B. Thomas Learning Academy, Montgomery Housing Partnership's apartments, the Gandhi Brigade, and four YMCA sites. This number includes over 500 disadvantaged and immigrant high school students that College Tracks helped to apply for college admission and financial aid.

Our AmeriCorps members recruited, trained, supervised and recognized 1,569 non-AmeriCorps volunteers who contributed a total of 11,821 hours to local nonprofit organization; these volunteers worked in hospitals and homeless shelters, provided weekend meals for families through a partnership

Narratives

with Manna Food Center, taught English to adults, helped students apply to college and supported the community empowerment and parent involvement programs of IMPACT Silver Spring. Of this total number of volunteers, 841 participated in Study Circles to discuss issues of race and ethnicity.

The success of Project CHANGE is assessed on a quarterly basis by the collection and analysis of the following: attendance logs, numerical data, surveys at sites, member and site coordinator feedback, observational data, progress reports and volunteer logs. The measurable outcomes for CHANGE are described specifically in the performance measures.

PLANS FOR SELF-ASSESSMENT AND IMPROVEMENT

The collaborative partners view the program evaluation requirement as an opportunity to gain insight and feedback to make an excellent program even better. Consequently, it becomes a tool for project development as well as assessment of results to date.

The success of Project CHANGE, increased capacity within the community to address the challenges of its residents, is gauged through measurable outcomes that are stated specifically in the objectives section. Progress on the attainment of performance measures is gauged via formative (ongoing) and summative (end of year) evaluation techniques that will draw input and obtain data using existing community vehicles which may include: parent councils, PTAs, advisory boards and through surveys of residents taking part in Project CHANGE programs as well as questionnaires from Project CHANGE staff, the collaborative partners, AmeriCorps members, stakeholder groups and community residents. In order to secure community involvement in the planning and implementation of Project CHANGE initiatives, CHANGE will utilize existing entities that have already proven successful with the partners' projects: Study Circles, PTAs, housing resident councils, ESOL Workgroups, and MCPS school surveys.

The individual growth and progress of AmeriCorps members is assessed through the results of baseline and end-of-program assessment tools, including member surveys and evaluations of the members by their site coordinators. Examples of success standards for members include: successful

Narratives

completion of the tasks to which they have been assigned, an increase in multicultural sensitivity, and improved leadership skills. Another indicator of success is for a member to be asked to serve a second or third year as an AmeriCorps member; for 2009-10, 8 of our members are serving for a second or third year.

The Project CHANGE site coordinators are responsible for collecting and reporting data on AmeriCorps members and program activities. The program director provides the site coordinators with standard forms for collecting the data to ensure consistency across all programs. This data is forwarded to the program director for inclusion in the quarterly reports due to the GOSV, and those reports are reviewed by the program director, assistant director and the CHANGE Advisory Board.

The outstanding program assessment resources available through collaborative partners such as MCPS and Montgomery College support Project CHANGE's program assessment efforts. Because they carry out major program evaluations on an ongoing basis as part of their normal course of business, these partners have developed state-of-the-art methodologies, procedures and data collection tools. The collaborative partners also work closely with the GOSV and other statewide and national service systems in evaluation and data collection activities to establish and continue to improve community service programs throughout Maryland and nationwide.

Regular customer feedback is elicited from the primary stakeholders and is used to assess Project CHANGE'S impact and to improve the program. This customer feedback is reviewed by the program director, the assistant director and the Project CHANGE Advisory Board with the goal of implementing changes where necessary to insure continuous improvement and progress toward meeting Project CHANGE objectives. The collaborative partners are committed to the goal of continuous improvement of the AmeriCorps program. Therefore, Project CHANGE management attends and participates fully in all GOSV sponsored AmeriCorps Program Staff Meetings.

Our most recent program evaluation was completed in October 2008. This evaluation included detailed feedback from each Project CHANGE member in the 2008 Class, from members of previous classes and

Narratives

from all site supervisors. The results and recommendations of this evaluation were shared with the program staff, the current members and site supervisors and with the GBTLA Board of Directors. Recommendations related to training and member supervision are already being implemented. This evaluation report has been mailed to the GOSV.

COMMUNITY INVOLVEMENT

The collaborative partners behind Project CHANGE have come together through AmeriCorps to coordinate the efforts of their various service programs to improve the quality of life in Silver Spring. These partner organizations are recognized as leaders in Montgomery County representing the County's business, education, government and service sectors. Our partners include community, faith-based and grassroots organizations. Project CHANGE utilizes the vast pool of organizational resources available through its partners and capitalizes on their individual strengths. For example, Montgomery College has significant expertise in recruitment while MCPS has a wealth of training and media resources. All resources of the partners will be available to all programs in Project CHANGE.

Each partner is responsible for securing significant input and involvement from the community it directly serves. All partner programs, in their own grant proposals/evaluations, delineate how they are responsive to the needs of their community. Their continued funding from public and private sources reflects that community needs are indeed being met.

Community input is vital and is best obtained (and most reliable) at the local level. In order to secure significant community input and involvement in the planning and implementation of Project CHANGE initiatives, we utilize the existing entities that have already proven successful with the partners' projects: Study Circles, PTAs, housing resident councils, surveys of students and parents conducted by MCPS, and the results of the 2000 U.S. Census.

Each partner independently conducts an evaluation of its program, and this data is then shared with all partners who meet regularly to discuss the goals and objectives of Project CHANGE. Individual

Narratives

program evaluations include surveys of participants. For example: participants and facilitators in Study Circles were surveyed, and the results were presented to the Board of Education; and feedback was solicited from the high school students who were guided through the college application process by College Tracks. Excellent attendance and regular participation in the partners' programs is another way for their communities to provide their input on how these programs are meeting their needs.

Community input and implementation also come from our AmeriCorps members and site coordinators 70% of whom live in the targeted community. The member at Families Foremost is a graduate of their program; one of our members is a retired educator from the Montgomery County Public Schools (MCPA); and six members graduated from MCPS and work in programs in their own communities. Their input as community members is invaluable. Many of our site coordinators are themselves community activists.

After eight years as Project CHANGE collaboratives, the partners have already formed a strong network of committed organizations. The collaborative partners will work with the GBTLA leadership to publicize the success of Project CHANGE and recruit other community service-minded organizations into the network.

RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROJECTS

Because Project CHANGE is itself a collaboration of 13 successful nonprofit community service organizations, we have strong relationships with other national and community organizations. Our site coordinator events and meetings provide an opportunity for these organizations to network. In addition, all AmeriCorps members are required to serve at a minimum of two events at nonprofits other than their own.

One of our sites, Montgomery College, previously received funds from the Corporation for National and Community Service. Montgomery College is part of a consortium of community colleges in the state of Maryland who received a grant to engage college students in service learning. At both the Takoma

Narratives

Park and Rockville campuses of Montgomery College there are two VISTA members serving in the Office of Student Life.

The GOSV brings AmeriCorps program directors together on a regular basis, and this provides our program with the opportunity to network with and learn from other successful AmeriCorps programs operating within the state of Maryland. In addition, our program director has often been asked to mentor new AmeriCorps program directors during their initial year of CNCS competitive funding.

POTENTIAL FOR REPLICATION

The Project CHANGE director is interested in working with the GOSV or CNCS staff to create a blueprint for replication of this multi-site program. Our success for the past eight years as a multi-site program is documented in our performance measures outcomes, in our reports to the GOSV and by the demand from local nonprofits to participate in Project CHANGE. This program can very successfully be replicated!

Organizational Capability

B. ORGANIZATION CAPABILITY

1. Sound Organizational Structure

ABILITY TO PROVIDE SOUND PROGRAMMATIC AND FISCAL OVERSIGHT

The George B. Thomas, Sr. Learning Academy, Inc. (GBTLA) was established in 1986 as the Olney Saturday School by members of the Mu Nu Chapter of Omega Psi Phi Fraternity, Inc. Recognizing a growing need in the community, these individuals focused on helping youngsters who needed additional academic support in order to be successful in school. The first learning academy began with 21 children and 19 volunteers who met on Saturday mornings at the day care center at the Housing Opportunities Commission in Olney, Maryland. Saturday School Centers are now active at 12 sites in Montgomery County and serve over 3,000 students annually from cluster elementary, middle and high schools.

Narratives

The Project CHANGE grant will be managed through GBTLA, the umbrella group for the collaborative partners. GBTLA has been managing the grant successfully since 2006 when a grantee transfer was made and approved. Dr. George Thomas, GBTLA President, Mrs. Judy Lapping, Program Director, and Mrs. Laura Frene, CPA, will provide fiscal oversight and will meet regularly to review the Project CHANGE budget and expenditures.

Dr. Thomas, GBTLA's founder and president, has been an Associate Superintendent in MCPS, a professor at Howard University, and a college president at Voorhees College. Mrs. Frene, a CPA, is an independent financial consultant. Previously, she was the CFO of the Montgomery County Chamber Workforce Corporation, was an audit principal with the Lang Group, and was a staff accountant for Regardie, Brooks and Lewis, Chartered. In her role as elementary school principal, Mrs. Lapping managed over \$3 million in school accounts and has successfully managed the Project CHANGE budgets for the previous eight years. Both Mrs. Frene and Mrs. Lapping have been with Project CHANGE since its inception in 2001. Over the past eight years, Project CHANGE has received federal funds and has demonstrated "appropriate stewardship of federal funds entrusted" to us; this proves our ability to monitor a federal grant successfully. We have been successful in securing matching funds for Project CHANGE for all prior grant awards including the current grant cycle. We maintain management systems that provide accurate, current and complete disclosure of the financial results of Project CHANGE. We have excellent accounting practices and procedures, internal controls, audit trails and cost allocation procedures.

Project CHANGE staff includes: program director, Mrs. Judy Lapping; Mrs. Laura Frene, accountant; and a program assistant, Mr. Paul Schnitman. Judy Lapping will supervise, monitor and manage all aspects of Project CHANGE as she has successfully done for the past eight years. Mr. Schnitman, a retired principal from Montgomery County Public Schools, will help with member supervision and member development. Prior to Project CHANGE, Mrs. Lapping was an elementary school principal with MCPS. In that assignment, she provided programmatic and fiscal management for

Narratives

all aspects of the school program, supervised a staff of 50, a student body of 550, and a community of over 300 families. Her qualifications and extensive experience are an asset for Project CHANGE. Her major duties as program director include program coordination, member development, monitoring the service of members, serving as liaison with all site coordinators and the State, financial monitoring for program expenditures, and compiling/reporting data to the GOSV. Mrs. Lapping meets regularly with the project advisor, Mr. Michael Thomas, for program updates to ensure program quality.

Because Project CHANGE includes sites that are spread out geographically and include individual placement of members, effective monitoring and program management are essential. A qualified member of the existing staff at each site will be designated as the site coordinator. We have strong host sites that provide direct-line supervision of members. This site coordinator who will have received AmeriCorps/CHANGE training from Mrs. Lapping and Mr. Schnitman is responsible for supervising the day-to-day activities of the member(s). Mrs. Lapping will send all site coordinators weekly electronic updates. As previously described, three formal meetings will be held at each site with Mrs. Lapping or Mr. Schnitman, the site coordinator and the member. Other informal visits will be made as well. The site coordinators will complete the quarterly reporting forms designed by Mrs. Lapping who will submit them for inclusion into the progress reports.

BOARD OF DIRECTORS, ADMINISTRATORS AND STAFF

The collaborative partners' site coordinators form the Project CHANGE Advisory Board, and with the program director, program assistant and project advisor will oversee program activities. This Board will meet quarterly or more often as needed and will receive electronic updates from the project manager.

George B. Thomas, Sr. Learning Academy Board of Directors

Dr. George B. Thomas, Sr. President and Chairman

Mr. Reginald M. Felton Vice President

Narratives

Mr. Hula C. Edmonds Secretary

Mr. James E. Rodgers Treasurer

Mr. Troy A. Priest, Esq. Board Counsel

Board Members: Mr. Hoan Dang, Ms. Maria Garcia, Ms. Briana Gowing, Dr. Leonard L. Haynes III, Dr. William O. Powell, Jr., Mr. David R. Thomas, Ms. Briana M. Gowing

GBTLA Executive Staff: Mr. Michael A. Thomas, Executive Director and Mrs. Lori A. Thomas, Executive Administrative Assistant.

PLAN FOR SELF-ASSESSMENT OR IMPROVEMENT

GBTLA's Board of Directors serves as a constant means of self-assessment and improvement. The Board has a responsibility to ensure that the organization, the Learning Academy (Saturday School), AmeriCorps, Ruth Rales, and the after-school programs are achieving goals aligned with its mission and to assess its success at doing so. GBTLA's committees also help to ensure these outcomes. By having groups of Board members focused on programmatic, membership and financial issues, all areas of major importance receive intensive scrutiny and oversight. Since GBTLA received funding from both the County Council and MCPS, GBTLA submits evaluations to the above-mentioned organizations on a yearly basis. The two most recent reviews are a private evaluation completed by Dr. Lawrence Bussey and a 2008 evaluation completed by the MCPS Office of Shared Accountability.

PLAN FOR TECHNICAL ASSISTANCE

Both GBTLA and Project CHANGE receive programmatic technical support from MCPS. An example of this support is the recent EXCEL workshop taught by an MCPS trainer in the MCPS computer lab. This workshop was open to all interested members and to staff at Project CHANGE sites; over 25 people participated. In addition, Project CHANGE members have been able to sign up for in-service workshops offered by the school system. Project CHANGE sites are also asked to help with

Narratives

member training; our College Tracks partners will provide a college application/resume writing workshop to interested members, Study Circles will facilitate the CHANGE Study Circles and IMPACT Silver Spring will help with our study of the nonprofit world. In addition, Mrs. Lapping is able to call upon her colleagues in MCPS to be trainers for member workshops.

All site supervisors receive thorough training from the program director. This training includes detailed information about AmeriCorps, Project CHANGE and the role of member supervisor. Each site supervisor also receives a handbook, and the Memorandum of Understanding delineates clearly the roles of all participants in CHANGE.

At the beginning of the service year, all supervisors participate in a joint member-supervisor workshop. In September 2009, the focus for supervisors was on mentoring; what it is, what it looks like, and how to effectively be a mentor.

The program director communicates regularly with all supervisors and is available for feedback and questions through email and through the personal site visits. All supervisors are invited to member workshops, and many do attend.

2. Sound Record of Accomplishment as an Organization

VOLUNTEER GENERATION AND SUPPORT

GBTLA began as a 100% volunteer organization so its expertise in volunteer management and coordination dates back to 1986. The executive director, Mr. Michael Thomas, meets regularly with representatives of our local colleges and universities and has created a mechanism for college students to perform service learning at Saturday School. Another part-time staff person is responsible for recruiting volunteers for the Ruth Rales Reading Program, and the Latina AmeriCorps member actively recruits volunteers from the Latino community. To recognize volunteers, in 2005 GBTLA created the High Achievement Scholarship Program that has awarded scholarships to 49 seniors who have

Narratives

volunteered in Saturday School.

Project CHANGE will have 11 AmeriCorps members who recruit volunteers for their sites. This is described in detail in the objectives section.

ORGANIZATIONAL AND COMMUNITY LEADERSHIP

The GBTLA Saturday School has been in operation since 1986 and has enhanced the academic achievement of thousands of students in Montgomery County. It is proud to be the longest running tutoring and mentoring program in the County and receives support from MCPS, the County Executive and the County Council.

The GBTLA received the 2007 Excellence in Minority Achievement Award from the Maryland State Department of Education for increasing academic achievement among minority students and for enhancing the appreciation of diversity among staff and students. It also received The Legacy Award from the 100 Black Men of Greater Washington, DC in recognition for a legacy of leadership and service in the Washington area. For the previous three-year grant cycle, GBTLA was very successful in securing and exceeding matching funds for Project CHANGE. Our sites pay a high match per member, and this results in our members receiving the highest stipend in the State.

3. Success in Securing Community Support

COLLABORATION

GBTLA enjoys strong partnerships and collaborative relationships with a number of organizations and agencies that have contributed immensely to the success of the Saturday School program. Chief among the many valued GBTLA partners are the Montgomery County Public Schools (MCPS), and the Montgomery County Council, and Montgomery County Executive. In addition, GBTLA has formed partnerships with: Bowie State University, Howard University, Montgomery College, the University of

Narratives

Maryland at Shady Grove and the NAACP.

LOCAL FINANCIAL AND IN-KIND CONTRIBUTIONS

In FY 2008-09, the County Executive and the County Council provided over \$1million to maintain and expand the GBTLA Saturday School program. MCPS provided the Learning Academy with over \$600,000 of in-kind resources and services to maintain and improve all GBTLA programs. GBTLA has also received grants from the following organizations and foundations: Verizon; Maryland's 21st Century Community Learning Center; Mead Foundation; MC Community Foundation; United Way; and First Book.

The sites that comprise the Project CHANGE partnership are individually sound financially, and this makes the Project CHANGE collaboration sound financially. Most of our in-kind donations come from the Montgomery County Public Schools and are also supplemented by our sites who provide us with training and with member meeting space.

WIDE RANGE OF COMMUNITY STAKEHOLDERS

The collaborative partners behind Project CHANGE have come together through GBTLA to coordinate the efforts of their various service programs to improve the quality of life in Silver Spring. These partner organizations are recognized as leaders in Montgomery County representing the County's business, education, government and service sectors. Project CHANGE utilizes the vast pool of organizational resources available through its partners and capitalizes on their individual strengths. For example, Montgomery College has significant expertise in recruitment while MCPS has a wealth of training and media resources. All resources of the partners will be available to all programs in Project CHANGE.

Each partner is responsible for securing significant input and involvement from the community it directly serves. All partner programs, in their own grant proposals/evaluations, delineate how they are

Narratives

responsive to the needs of their community. Their continued funding from public/private sources reflects that community needs are indeed being met. As mentioned previously, Project CHANGE also utilizes the following vehicles for community involvement: PTAs, Study Circles, surveys, and the 2000 U.S. Census.

Since its inception in 2001, Project CHANGE has grown from 8 sites to 13. In our first year we had 10 full-time members and 2 part-time members; our current member class has 23 full-time members and 6 part-time members. The number of sites has also grown to our present number of 13. Project CHANGE now includes a large variety of nonprofits in Montgomery County, Maryland, and involvement in CHANGE continues to increase. We are the only State AmeriCorps program in our county, and requests to participate in Project CHANGE are also on the increase.

Special Circumstances

Our program serves a community which is characterized by a large immigrant, non-English speaking, low-income population where students face linguistic, social and economic obstacles to a satisfactory level of academic achievement. The needs of this community are not limited to the student population; youth and adults, as well as the community at large, face challenges related to public safety, employability, transience, poverty and language development. Specifically, some of the most compelling issues facing the southern Silver Spring community and its residents include: poor academic performance among school-age children, crime-plagued neighborhoods, poor English language skills, lack of marketable skills among youth and adults leading to high unemployment rates or relegation to low paying, unskilled jobs, and limited parental involvement in their children's education.

Cost Effectiveness and Budget Adequacy

C. COST EFFECTIVENESS AND BUDGET ADEQUACY

1. Cost Effectiveness

Narratives

CORPORATION COST PER MEMBER SERVICE YEAR (MSY)

The program narrative and budget have been developed concomitantly to ensure consistency. The proposed budget supports proven, established programs, rather than experimental initiatives or unproven concepts. This is perhaps the best guarantee that the funds will be used effectively. All budgeted costs have been reviewed to confirm that they are appropriate for Montgomery County and consistent with costs of other projects of a similar nature. Project CHANGE is confident that the costs presented in the budget will support the proposed project. Non-Federal support will come from in-kind and cash donations from MCPS, GBTLA, and the Project CHANGE collaborative partners which include: Center for Adoption Support and Education, College Tracks, Gandhi Brigade, George B. Thomas Learning Academy, IMPACT Silver Spring, Jewish Foundation for Group Homes, Linkages to Learning, Mental Health Association of Montgomery County, Montgomery College, Montgomery County Public Schools, Montgomery Housing Partnership, Study Circles, and the YMCA.

Cost-effectiveness:

The overall cost per MSY is computed as follows:

$$\begin{aligned} & (\text{Total CNCS share of costs}) \div (\text{total number of MSY AmeriCorps Members}) = \\ & \$377,737 \div 30 = \$12,591 \quad \text{Overall Cost per MSY: } \$12,591 \end{aligned}$$

DIVERSE NON-FEDERAL SUPPORT

With their deep roots in the community, demonstrated capacity for excellence, commitment to community service and recognition as leaders in Montgomery County, the collaborative partners, including MCPS, are key to the sustainability of Project CHANGE. Each of the collaborative partners has committed funding to Project CHANGE to insure a solid financial foundation.

In addition to seeking the AmeriCorps grant, the collaborative partners are researching a variety of other grant opportunities, both public and private. All of the partners can count grant awards among their accomplishments. Montgomery College has received a Learn and Serve grant. In the cases of MCPS

Narratives

and Montgomery College, non-federal grants sought and won have totaled in the multiple millions of dollars. GBTLA recently was awarded grants from the Mead Foundation and the Montgomery County Community Foundation and College Tracks received a grant from the Jack Kent Cook Foundation.

In 2008, the Project CHANGE Partners voluntarily increased their partner payments with 100% of this increase going to the member stipend. Our program now includes two additional sites for a total of 13; this represents a significant increase in the number of sites since our initial funding in 2001.

The Project CHANGE program director and collaborative partners will conduct aggressive public relations and liaison activities throughout the community and in Montgomery County. It is anticipated that the success of Project CHANGE in achieving its objectives and strengthening the efforts of the participating programs will pave the way for greater public commitment to and a significant private investment in its ongoing operation. Three additional community agencies and organizations, after learning of the successes of CHANGE, have asked to become partners. Expanding the collaborative network and broadening the funding source base will not only help to maintain the Project CHANGE programs in the initial target community, but will create opportunities for replication in other communities in need.

2. Budget Adequacy

The budget included in this grant proposal is adequate to fund Project CHANGE, but it must be considered a bare bones budget. Because we provide health insurance to all of our members including our part-time members, our expenditures for health care are very high; yet we are committed to providing this much needed benefit to all of our members. This budget includes a part-time program assistant who provides supervisory support to members. In creating the budget, our goal is to maximize benefits to our members while maintaining a reasonable cash match for sites. Our sites' commitment to their members is significant, and the result is that our sites contribute the highest match per member in the state. The financial support of the Montgomery County Public Schools helps us to achieve the

Narratives

goals of Project CHANGE.

Several staff positions in the application narrative are not included in the budget for the following reasons. The time of the Executive Director of the GBTLA is an in-kind donation; it not a cost to the Corporation. The fee for the accountant comes out of the administrative costs. In addition, the site supervisors are paid employees of their own nonprofit organizations. We do not list this as an in-kind donation, but we encourage the nonprofits to do so. Since the program director and assistant director are retirees with retirement plans that include health insurance and other benefits, we do not include fringe benefits in our budget. This is a savings for our program.

Evaluation Summary or Plan

D. EVALUATION SUMMARY OR PLAN

An evaluation of Project CHANGE was completed in 2008 and included feedback from all CHANGE partners and members. This evaluation was mailed to the GOSV. In 2009, a similar evaluation tool was used for the members, and the results of this evaluation were used to plan for this service year. Our plan for 2009-2010 is to again complete an evaluation in June 2010 with all of the stakeholders in our program. Not only will we be collecting and analyzing this summative data, but formative data is already being collected. Following every member meeting or event, an evaluation is completed by each participant, and this data is shared with the Leadership Team which meets regularly to plan and implement member training. The evaluation for 2009-2010 was completed as planned, and our leadership team is using this data to finalize member meeting plans for 2010-11.

Amendment Justification

N/A

Clarification Summary

Our two part time members receive health insurance that our program pays for. This item has not been included in our budget narrative because these funds cannot be used for our match.

Narratives

Travel expenses for CNS sponsored staff travel are not included in the budget. The program directors do not ask for reimbursement for their mileage.

Continuation Changes

CONTINUATION CHANGES for Year 2

We have revised our budget to reflect a requested additional 4 MSYs. These members will represent the first increase to our program size since 2005. New staffing has increased our member management capacity. Project CHANGE respectfully requests consideration of this modest adjustment.

Our performance measure targets have been increased. We are on track to exceed our initial projections so we have raised our expectations. Upon notification that our continuation application is approved, we will make further adjustments to our performance measures to align them with operating at optimum capacity.

CONTINUATION CHANGES for Year 3

New Site Locations

Montgomery County, Maryland's most populous jurisdiction, has attracted large numbers of immigrants who have mainly settled in the Silver Spring, Wheaton, and Takoma Park areas. The needs of the community and their residents include: poor academic performance among school age-children, poor English language skills, lack of marketable skills among youth and adults, lack of community identity, and difficulty accessing health care. The nonprofits that serve these communities are requesting additional AmeriCorps members to support their organizations in carrying out critical functions as they increase their capacity to meet these identified community needs. As a result, we are adding the following new site locations:

Narratives

Montgomery County Government, Office of Community Partnerships will use the services of AmeriCorps members to increase its ability to reach out and serve "new" Americans; this will occur at its five regional service centers and at the Gilchrist Center for Cultural Diversity.

The Primary Care Coalition is a private, nonprofit, charitable organization working with public/private partners to provide high-quality, accessible, equitable, efficient, and outcome-driven health care services for low-income, uninsured County residents. The bilingual AmeriCorps member will focus on outreach to the Latino community.

Maryland Multicultural Youth Center provides the following resources to high school students: academic tutoring, Saturday academy, youth development workshops, and summer programs. The AmeriCorps member will work directly with high school students in Montgomery County.

Nonprofit Village is dedicated to developing a sustainable and collaborative environment for community-based groups that provide vital services in Montgomery County. The Village includes the Montgomery County Collaboration Council, Montgomery Coalition for Adult English Literacy, and Chinese American Senior Services Association among its 12 members. The AmeriCorps member will provide outreach to all stakeholders, will work closely with all Village tenants to ensure a collaborative working environment, and will work with the Project Director to learn about the needs of Montgomery County's local nonprofits.

Each of these partners is a well-established and successful nonprofit organization, thus there is no financial and/or programmatic risk. These sites are working with our targeted population of disadvantaged, immigrant and often non-English speaking populations.

Narratives

To meet the needs of our larger member corps, our assistant program director will increase his time from 50% to 70% as indicated in our budget. Both the program director and the assistant director are retired elementary school principals, so managing and supervising an increased number of members is an area in which they have considerable expertise. Montgomery College, one of our original partners, provides us with meeting space for our member meetings, and we have already been guaranteed that MC can accommodate a larger member corps.

College Tracks and Impact Silver Spring will no longer be partners in Project CHANGE. Each organization has increased its permanent staff; in fact, in the 10 years that Impact has been a partner, it has hired 4 AmeriCorps members as permanent staff.

Request for Increased Number of MSY's

To meet the needs of our new partners, we are requesting 7 additional MSY's. These full time members will be placed in the organizations listed above. Our data from 2009-2010 indicates that we can successfully enroll members for all of our positions, and our 100% retention rate is proof that we are providing a worthwhile experience for our members.

As described above, the addition of these members will enable us to increase our outreach to the disadvantaged and immigrant population, to the disabled, and to the youth in Montgomery County.

Summary of Service Activities

We will have 13 partner organizations: Center for Adoption Support and Education (CASE), Gandhi

Narratives

Brigade, the George B. Thomas Sr. Learning Academy (GBTLA), the Jewish Foundation for Group Homes (JFGH), Maryland Multicultural Youth Center, the Mental Health Association (MHA), Montgomery College, Montgomery County Government, Montgomery County Public Schools (MCPS), Montgomery Housing Partnership (MHP), Nonprofit Village, Primary Care Coalition (PCC), and the YMCA.

These 13-partner organizations will have 38 members (36 full time and 2 part time for a total of 37 MSY's) serving at 23 locations in Montgomery County communities. As a multi-site program, our members are engaged in a variety of services that include:

1. Providing services (examples include medical, English language acquisition, childcare) and outreach to the community via the programs of PCC, MHA, the County's regional services centers, and the Nonprofit Village.
2. Working with the disabled at JFGH.
3. Coordinating and leading discussions on race and ethnicity as members of Study Circles, a division of MCPS.
4. Involving students in service learning and providing direct services to the disadvantaged (an example is the Smart Sacks program) at the 3 campuses of Montgomery College.
5. Coordinating after school and enrichment programs for disadvantaged students at the YMCA and MHP sites, at Saturday School (GBTLA) programs at 12 high schools, at CASE, and at the Maryland Multicultural Center.

Our performance measures specifically describe and address the measurable outcomes achieved by the AmeriCorps members at these sites.

Program Strengths

Narratives

1. Community Partnerships

Project CHANGE is very successfully connecting major nonprofit organizations in Montgomery County. Our AmeriCorps members enable these organizations to expand service offerings, improve delivery of services, run programs more efficiently and reach a larger segment of the target population. The acronym CHANGE stands for "Collaboratives Helping America's Neighborhoods Grow and Excel," and this captures the spirit of our program and our accomplishments.

2. Member Training

With their backgrounds as educators, the program directors make quality member training a priority. CHANGE member training includes: True Colors (a personality inventory). Study Circles I & II, teambuilding at the Smith Center, bus tour of CHANGE sites, cultural sharing, financial literacy, MLK Day of Service, Self Defense for Men and Women, First Aid, CPR, Meaning of Service Workshops, Life After AmeriCorps, Parts I & II, which includes workshops on networking, using your ed award and a panel discussion with Project CHANGE alumni; grant writing; service projects at local nonprofits; and a trip to Camp Letts for a day outdoors doing the zip line and going canoeing.

Member evaluations of our meetings and trainings continue to be excellent. Following each meeting, members evaluate the training using a numerical rating, and detailed comments which include strengths and suggestions for improvement. Based upon a rating scale of 1-5 with 5 being the highest rating, the average for the 2009-2010 members meetings was 4.4. A compilation of this data is also available. Following each meeting, our member leadership team uses member suggestions and comments for continuous improvement. In addition, another MCPS retiree works with us as our lead facilitator to further enhance the quality of our training.

3. The Members

Narratives

Our member corps is an asset to our program, and contributes significantly to the success of CHANGE. Our 32 members this year are bright, enthusiastic, and passionate about providing outstanding service. Because of the high skill and competency levels of our members, they are able to make significant contributions to their organizations; they are able to assume responsibilities other "volunteers" could not and, in that way, their impact on our targeted communities is a major strength. In addition, the diversity of our members represents the diversity in Montgomery County. Our current member corps is: 38% White, 31% Latino, 22% African/African American, and 9% Asian. Languages spoken by our members include: Spanish, French, Amharic, and Chinese. This is a strength not only for Project CHANGE but also for AmeriCorps nationally since our programs represent the diversity that many programs do not have.

We believe that our well-defined recruitment plan helps us to recruit such an outstanding group of members. Recruiting is done jointly by the program directors and the sites, and includes advertising online (the AmeriCorps Portal, Craig's List, Idealist.org, Facebook), print advertising at sites, job fairs, and word of mouth. From April through August, the program directors host bi-weekly information meetings to give interested candidates an overview of AmeriCorps and of Project CHANGE. Individual interviews are then conducted at each site, with recommendations for selection made by the site supervisors to the program directors.

Program Challenges

1. At two of our sites, member support and mentoring was a concern. We consider each site supervisor to be a mentor, and this critical role is discussed at the intake meeting for each member, and all site supervisors receive training in the 3 C's of Mentoring: Consulting, Coaching and Collaborating. In addition, roles and responsibilities are delineated in the Project CHANGE Handbook and in the Memorandum of Understanding signed by each site. After in-depth discussion with these two sites, we

Narratives

decided not to have these organizations continue in Project CHANGE.

2. Budget restraints for 2009-10 were a concern so the program director reduced her salary for that service year. For the current service year, 2010-11, her salary has been returned to its former level. The increased match required for each member made this possible. In addition, the Community Service and Staff Development grant has proven to be a good financial resource for our program.

3. Long term planning requires that we commit to a strategic planning process. We need to answer questions about the growth of Project CHANGE, and specifically answer, "Should we continue to grow?" If the answer is. " Yes," we need to ask "What is smart growth?" The assistant program director will work with others to design and implement this process.

Enrollment

We are pleased that for 2009-10 we were 100% enrolled. The portal shows us at 106.9%.

Explanation: We had 29 slots to fill but we had 2 refills so the portal is showing 31 filled which results in the 106.9% rate.

Retention

We are pleased that all 29 of our members successfully completed their year of service and each one earned an education award. The portal shows us with 93.5% since we exited two members and then refilled their positions. These 2 members had to leave AmeriCorps for financial reasons; one left after 3 weeks and the other left after 6 weeks. Their positions were refilled. These 2 exited members, of course, did not receive education awards so the portal counts that against us. All of the education awards allotted to our program were awarded.

Narratives

Portal Reporting Compliance

For the 30-day enrollment we were 100%.

For the 30-day exit we were 100%.

All of our reports were submitted to the GOSV on time or earlier than the deadline.

Performance Measures

Performance Measures have been updated.

Budget Section

Our budget has been updated to reflect an increase in the number of MSY's. Our cost per MSY has increased for 2 reasons: (1) We have increased the member stipend; the minimum member stipend is increased by CNCS each year, but our member stipend has not been increased for 3 years. Montgomery County has a high cost of living, and the increase in member stipend needs to address that; and (2) the increase in the number of members means increased supervision, so our assistant program director's time has been increased, and his salary has been adjusted accordingly.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
- Geographic Focus - Urban
- Geographic Focus - Rural
- Encore Program

Priority Areas

- | | |
|---|---|
| <input type="checkbox"/> Education | <input type="checkbox"/> Healthy Futures |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Environmental Stewardship | <input type="checkbox"/> Veterans and Military Families |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity | <input checked="" type="checkbox"/> Other |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Disaster Services | |
| <i>Selected for National Measure</i> <input type="checkbox"/> | |

Grand Total of all MSYs entered for all Priority Areas 0

Service Categories

- | | | |
|--|---|---|
| Afterschool Programs | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |
| Other Education | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |
| Other Community and Economic Development | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |
| Other Human Needs | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |

Capacity Building in Nonprofit Organizations

Service Category: Other Human Needs

Measure Category: Not Applicable

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Project CHANGE partners with local nonprofits across the Montgomery County to host AmeriCorps members for one-year terms of service. In 2011-2012, Project CHANGE will place 30 MSYs at 15 partner sites. Members will help these sites strengthen their internal systems, engage local citizens as volunteers, and increase the number of services provided to meet critical human needs.

Project CHANGE will work closely with members and sites to develop program impact and community service goals; and the program will support and monitor site organizational development

Briefly describe how you will achieve this result (Max 4,000 chars.)

and community service impact throughout the program year. Project CHANGE does not have existing tools or systems for capturing the performance measure data indicated below. The staff used informal program results to develop the measures below; given the program's historical performance and the new evaluation systems in development, Project CHANGE feels that the projected targets and target values are realistic and attainable. However, it is the program's goal to achieve a much higher impact, and program staff are confident that their results will demonstrate this and allow them to establish more aggressive targets and target values in the next program year.

Results

Result: Output

Local nonprofits in Montgomery County will be able to provide additional hours of service to the community.

Indicator: Number of service hours provided to the community by volunteers or site staff.

Target: 10,000 hours of service will be provided to the community.

Target Value: 10000

Instruments: Service activity logs completed monthly at each service site; logs will capture the number of hours of service provided by site program activities (not AmeriCorps members' service hours).

PM Statement: As a result of mobilizing volunteers and creating partnerships, 10,000 hours of service will be provided to the community.

Prev. Yrs. Data

Result: Intermediate Outcome

As a result of local nonprofits offering increased service hours, sites will be able to serve at least 1,125 more citizens as a result of the AmeriCorps members' activities.

Indicator: Number of citizens served.

Target: Sites will serve at least 1,125 more citizens (average of 75 additional citizens served at 15 sites).

Target Value: 1125

Instruments: Pre and post surveys of site data conducted by AmeriCorps program staff.

PM Statement: 15 community sites will serve at least 1,125 more citizens as a result of Project CHANGE'S AmeriCorps members' service.

Prev. Yrs. Data

Required Documents

Document Name

Status

Evaluation

Already on File at CNCS

Labor Union Concurrence

Not Applicable